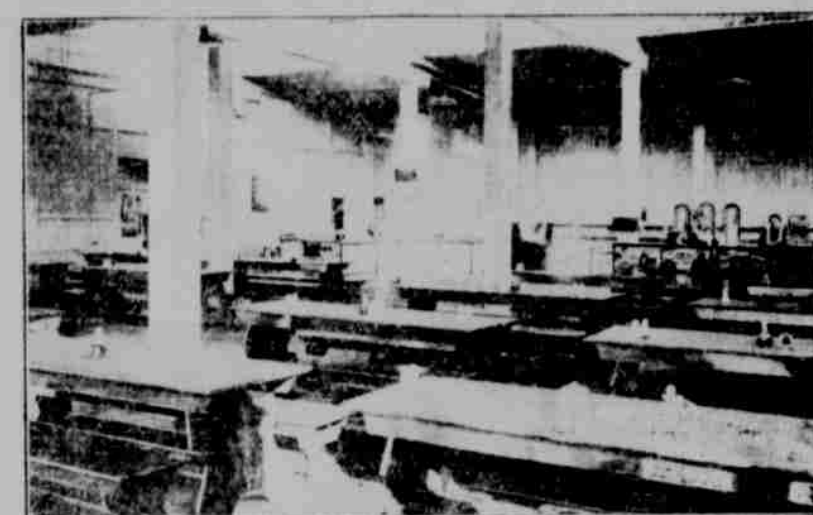


First Aid Station: Where Employees are Cared For in Case of Accident



Dining Room at Republic Plant for Employees

Predominant in the Motor Truck Field, the First Republic Truck Built is Still Giving Splendid Service

THE history of the Republic Truck is a record of achievement. Four years ago it was unknown. Today every ninth truck in use in America is a Republic.

It has steadily and consistently increased a demand from Truck Buyers for the Republic.

All of this in face of a splendid competition—with old established motor car builders, with the Motor Truck makers of the world.

The predominance of the Republic Truck did not just happen.

This truck must show most miles from fuel used, a greater flexibility, time saved, and decreased delivery costs, and do it with fewer truck

troubles than its nearest competitor; not as a demonstration stunt, but day in and day out, in the hands of an average truck driver.

There is no place in the war of business for a crippled truck.

The transportation men of big business must have a truck that will stay on the job. They found the answer in the Republic Truck.

The veterans of the first year's business are still in service and are bringing in new buyers for Republic Trucks.

It must have been a good truck to win out and it won. Now the Republic is building bigger, building better. Fifty-four trucks were the output for the first year's work.

The 1918 Production Mark Is Set for 30,000 Republic Trucks

The Industrial Department of the Republic Company Becoming an Important Factor in the Economic Development of the City of Alma.

The great flow of labor from shop to shop and from city to city is a tremendous expense to any firm and proportionately as expensive to the individual workman. Realizing this leakage most up to the minute organizations have adopted means of various kind for checking same with a view of stabilizing labor in their organization.

It is an axiom that the contented workman is the efficient workman, therefore the conditions under which he works must be made the best possible.

Excessive labor turnover makes difficult the formation of an esprit de corps in an organization and makes almost impossible a logical line of promotion as well as participation of employees in the management and the establishing of company policies.

Production, sales and financial departments have long since specialized in their respective fields and now the fourth department dealing with the personnel is becoming one of specialization. The methods of this department have not and cannot be standardized inasmuch as each company must work out its individual needs and requirements in order to make working conditions within its own organization as near the ideal as possible.

Within the past decade the human element in industry has been recognized as never before. Only a few years ago the typical manufacturer paid off on Saturday night with the feeling that all responsibilities for his men were met with the "handing out" of the envelope. Little or no thought was given to the sanitary or rather unsanitary conditions under which his employees were forced to work. The same man would probably exercise the utmost care for the condition of his material because he knew just what it cost him in dollars and cents while to have a man quit only meant that another equally as good would be secured the next day to fill his place.

In modern manufacturing this attitude has almost entirely disappeared for in figuring the cost of production we must figure the cost of hiring and firing. Loss of time in teaching a new man, waste material, loss of machine production as well as the retarding of the line of production following the operation performed by an inexperienced workman, all multiplied by the number of new men placed on the job before a permanent workman is secured are some of the things which enter into the cost of labor turnover.

It is of equally great importance to the individual as well as to the company to find the right man for the right job at the earliest moment and thus place the man where he can do the most efficient work.

The Employment Department

The Industrial Department of the Republic Motor Truck Company Inc. embraces the Employment, Welfare, First Aid and Hospital and Cafeteria, each of which has its head and organization. The Industrial Department also promotes the Educational, Social and Physical activities.

With the large growth of the Republic Motor Truck Co. came the centralized employment department as the logical successor in its development. Machinery was invented to conserve materials and make for larger production, then someone discovered that the centralized employment department would equally conserve labor. Placing the responsibility of securing the supply of labor upon one department eliminates a tremendous task from foremen and department heads who were forced to leave their work to go to the front gate each morning and "grab off" the best. The Industrial Dept. Display Head 80 looking available talent to fill the vacancies in their department. Sometimes department heads feel that their division has been invaded when the employment department is established and given authority to hire and the final authority to "fire." However, they soon see that they have been relieved of a tremendous responsibility which can be better handled by someone else giving them all their time to devote to their own department.

Men are not arbitrarily hired and forced on a department. If the workman is not satisfactory he may be turned back to the employment department who will attempt to place him elsewhere in the organization where he will "fit in." The same is true of old employees who are no longer needed in their department. At all times the employment department is guided by the recommendations of the department head but this system gives only the employment head authority to release an employee from the organization.

The policy just mentioned immediately gives evidence of fairness to the individual inasmuch as he is guarded from petty personal prejudices on the part of his foreman which might exist and thus save him his position and at the same time save him to the organization. Also a man is less apt to be lost in a large organization with little or no chance for advancement for the employment department head has a check on all the men who are striving to make good and knows where they are when the opportunity comes for a man in a better job.

There are many excellent reasons favoring the centralized employment department. One of the most striking perhaps is the check by departments on labor turnover. This department of the Republic Motor Truck Co. Inc. keeps such a record for each day from which the report on turnover for the week and month is taken. This record shows the number of entrances of new and old employees into each de-

partment of the organization as well as the exits and the causes.

It has been estimated that it costs from about \$10.00 to \$75.00 per man to place a new employee in an organization according to the importance of his work and that it costs proportionately more to hire an executive. Such a record gives accurate and detailed information as to what departments are causing the heavy burden of excessive turnover. Perhaps it is learned upon investigation that the particular department head cannot get along with men or that conditions under which men have to work are not right or that labor of that particular type is not available in which case steps are taken to find or educate men for the work.

Every man coming into our organization is sent to the First Aid Hospital for an examination to determine his physical condition before being placed at his work in the factory. This is done to guard other workmen against disease and also to make certain that we are not employing a man for a job for which he is physically unfit. The value of the examination to the new employee is equally as great as it is to the company and the other employees. A man needing work might accept a job trucking and if he were suffering from hernia, might be entirely incapacitated in a short time, while if placed on a drill press or high assembly would be able to work uninterrupted. It is a known fact that a man placed where he is physically fit is much more efficient and less apt to become discouraged and leave the company.

First Aid Hospital

The above indicates how closely the First Aid Hospital and the Employment Department are linked. The same is true of the Welfare Department of which we shall speak later.

Every man receiving even the most minute flesh wound is urged and expected to report absence to the First Aid and have it dressed. Infections seldom if ever, occur where the proper treatment is rendered at the right time. The First Aid Nurse keeps a record of all cases treated and reports them to the Welfare Department who in turn handles the insurance. Also a record is kept by a card system as to the day a workman is ordered to return for redressing, and he is reminded if he fails to appear.

Our First Aid is probably one of the best equipped in the State of Michigan. In our operating room we have plenty of equipment for handling dressings, etc. We have very few infections and minor accidents, attributing our success, in this respect, to the fact that we use every means possible to educate the men to go to the First Aid at once when injured. Articles on Safety are written for our factory paper, "The Radio," and for the bulletin boards throughout the shop. Safety meetings of the foremen and men are held once a month and literature provided by the National Safety Council is posted.

In connection with the operating room we have a small room equipped with plenty of cupboards for supplies and which is also provided with a cot where a sick or injured man can lie down until able to return to his duties. When the nurse has finished a dressing the workman is taken to the waiting room by the assistant nurse and a complete record of the nature, cause and extent of the injury is taken together with the man's name, shop number, home address and all other necessary information.

The Welfare Department

The Republic Mutual Aid Society was organized to secure aid for members through a more satisfactory

course than subscription papers and other forms of donations. All employees of the factory excepting those working on a monthly rating, are members. Thirty-five cents is deducted from each pay which goes into the Mutual Aid Fund and is checked out by the treasurer to those entitled to the benefits of the organization, according to the by-laws. In case of end of the fourteenth day, in accident cases the State Compensation begins which explains the short benefit period covering accidents.

If a man's wife or child dies and his circumstances, upon investigation are found to be such as to deserve assistance, he is paid fifty dollars. In case of death of a member, his wife or dependents are paid one hundred dollars.

All investigation work is done by the Welfare Department, such as calling on the sick and absent employees. It is often discovered that real assistance can be rendered by helping with the problem of home economics. A man's efficiency in his work is sometimes found to be a result of financial sickness, benefits begin after the seventh day and are payable for sixty days and in case of accident benefits begin the second day and are payable for fourteen days at the rate of one dollar and fifty cents per day. At the

The Cafeteria

Because the Cafeteria is maintained for no other purpose than to serve the convenience of the employees, it has been classified as one of the Industrial departments. The management does not expect this department to pay any more than enough to cover the cost of maintenance but does expect it to render the maximum of service for the minimum cost.

Three meals are served a day. Employees boarding in the city can get all their meals at the factory if they desire. For convenience the factory men are served a thirty cent lunch consisting of meat, potatoes, dessert, a vegetable, bread and butter and a second cup of coffee if they desire. However this is optional as from the other end of our serving counter we serve a straight cafeteria lunch.

The shop has from 11:30 to 12:30 for lunch and the office from 12:30 to 1:00 o'clock which makes it very convenient for the Cafeteria to render good service.

The Cafeteria at the Republic has discouraged the dinner pail to such a marked degree that very few are seen in the hands of the men entering our gate. A cold lunch at noon does not give a man the proper vitality and thus renders him less efficient in the afternoon than he otherwise would be if nourished by warm food. It costs nearly as much to carry a lunch as to buy one in our restaurant and the employees appreciate this to the extent that between five and six hundred meals per day are served.

cial embarrassment due to poor man-

agement by himself and also poor environment in the home.

The practice by merchants of furnishing workmen is pernicious in most instances and should never be resorted to in other than extreme cases. This is the outgrowth of a loose credit system. Most companies are willing to help an employee in financial difficulties and if merchants would report delinquent accounts, they could be adjusted in a satisfactory manner.

The Welfare Department together with the First Aid department are for making the investigations in the shop relative to its safe and sanitary conditions, such as toilets, ventilation, dust removal, conditions of piled material, guarding of machinery, etc. These investigations are reported in writing and are brought to the attention of the management to be acted upon. In addition to these responsibilities the social, educational, and physical activities are promoted by this department.

This company has leased a large field where a baseball diamond and tennis courts will be provided. This is in close proximity to the factory and on Sunday sports can be indulged in, and a factory baseball league promoted. For the coming season an extensive educational program is being planned. The large cafeteria affords an excellent place for dancing and other forms of entertainment.

Candy and cigars are sold and the men are allowed to smoke in the dining room. While they are thus enjoying their lunch and smoke usually some one of the employees is at the piano and others volunteer to sing or play solo instruments.

The Cafeteria serves another big purpose. A banquet is spread once a month for the department heads and foremen where matters pertaining to organization and production are discussed. One evening each week the Circle club, composed of heads of various departments, meet for a social as well as business session and they are also served by the Cafeteria.

The problem pertaining to the human element in industry is ages old, although its solution through means similar to those just mentioned, and the many others employed by other organizations have been practiced but a short time. Although this work is still in its infancy at the Republic, its results are visible. With these results upon which to base our plans for the future, we feel confident to say that in the course of a very short time, employees will be even more firmly convinced than now of the fact that the Republic Motor Truck Co. is one of the best organizations to work for, because it has constantly in mind the best interests of its employees. The Republic builds the best truck, therefore must have the best men, and to keep them at their best, both mentally and physically, proposes to provide the best possible working conditions.

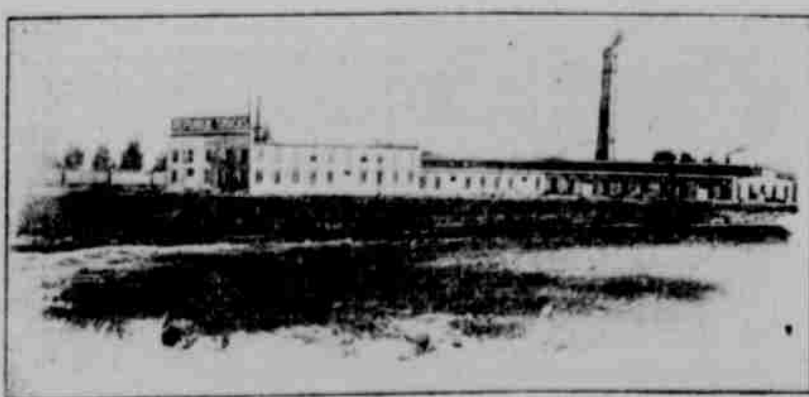
The Foreign Demand for Republic Truck Growing Greater Each Year.

The whole world popularity which Republic Trucks enjoyed within the United States spread so rapidly to the foreign countries that it was very imperative a Special Department be created to take care of the volume of business that was continually pouring in from all sections of the world. In July 1917, Mr. Ford W. Gargett, then Assistant Sales Manager for domestic sales, was promoted to the office of Export Manager having jurisdiction over the distribution of Republic Trucks abroad. A very extensive and lucrative business has been established in all countries wherein there has been a representative organization in the hands of the native business men who understand the possibilities of trucks within their countries.

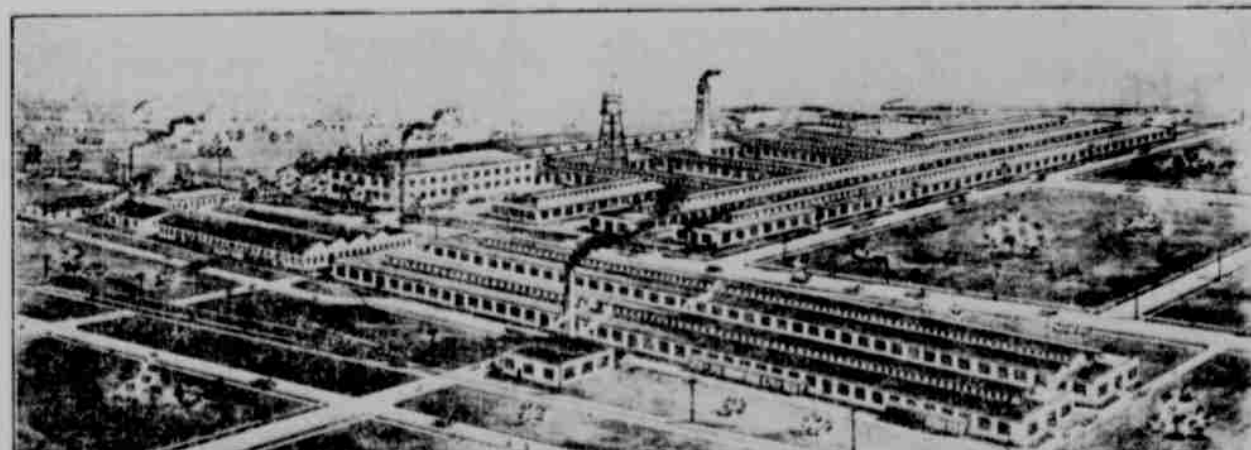
Mr. W. A. Crowl, far Eastern Traveling Factory Representative, on his return to the far East from the large Republic Convention held July last, reported the continual increase of enthusiasm in the truck fields abroad. On his return he visited our foreign representatives, the Messrs. Tokyo Gas & Electric Industrial Co. of Tokyo, Japan, H. S. Homishburg Co. Ltd. of Shanghai, The Estrella Auto Palace directed by Messrs. Levy-Hermans, Manila, Philippine Islands, and reported from each visit the same degree of enthusiasm which Republic trucks bring about wherever they are operated. Besides those mentioned above, we are represented in Australia by five distinctive organizations which cover the whole island very thoroughly; while in New Zealand, English Bros. Ltd., Wellington, have just recently moved into new quarters to allow a greater expansion of business with Republic Motor Trucks.

Other countries to be mentioned in which direct representation is enjoyed are Norway, Sweden, and Denmark, Europe; Argentina and Chile, S. America, while in the West Indies, St. Lucia, Porto Rico, Jamaica, and Cuba are thoroughly covered by prominent Motor Truck distributors. Up to date of July 1st, 1917, the Republic Motor Truck Company Inc. were exporting on the average of about two trucks a week but suddenly the volume of orders increased so that their nominal export business has increased to forty trucks per month, even in face of the very unstable shipping conditions.

It is the definite aim of the Foreign Sales Department to develop each field even under trying conditions of war times so that when peace is declared the commercial activities of each individual country will be dominated by Republic Motor Trucks.



The Republic Plant in 1913



The Republic Motor Truck Plant of Today—Largest Motor Truck Factory in the World